



HE KAI
KEI AKU
RINGA



INSIGHTS ON MĀORI SOCIAL ENTERPRISE 2017

PAKIHI WHAI KAUPAPA

ABOUT THIS RESOURCE

This resource has been prepared by Te Puni Kōkiri to provide insight and share initial findings from Te Puni Kōkiri commissioned research and evaluation of Māori social enterprise in Aotearoa.

These insights are intended to contribute to a wider discussion around the kinds of supports the Government should focus on and invest in to grow Māori social enterprise, as part of its commitment to He kai kei aku ringa – the Crown-Māori Economic Growth Partnership.

The insights in this report are primarily sourced from:

- ▶ [Māori Social Enterprise – A preliminary scoping and needs analysis completed for Te Puni Kōkiri by Maui Lab at the University of Canterbury \(unpublished\). The lead author is Sacha McMeeking, supported by William Grant and Unaiki Melrose.](#)

This report was commissioned to better understand what Māori social enterprise is in Aotearoa and inform key stakeholders about designing programmes and policy settings that could support Māori social enterprise development.

- ▶ [Te Hīringa Hinonga Community Social Enterprise Programme: 2017 Evaluation Report \(unpublished\). Prepared by Dr Adrian Field, Debbie Goodwin and Louise Were.](#)

Te Hīringa Hinonga Community Social Enterprise Programme was an investment pilot initiative to build the capability of Māori social enterprises in Te Tairāwhiti and Te Taitokerau in 2016/17. The pilot was trialled in both regions, of which have high Māori populations to support the growth of Māori social enterprise capability.

FRONT COVER IMAGE

He kai kei aku ringa – the Crown-Māori Economic Growth Partnership and national Māori economic development strategy literally means 'providing food by my own hands'. The He kai kei aku ringa concept image on the front page intertwines the concept of hands with that of a Pataka. The idea of the Pataka which in former times was a storehouse of Māori kai to feed the many, is expressed through the hands. In the context of He kai kei aku ringa it represents a storehouse of knowledge, of tribal assets, of sustenance for the many, and of prosperity.

HE KUPU WHAKATAKI

from the Chair



*E ngā mana,
e ngā reo, e ngā
kārangatanga maha,
tēnā tātou katoa.*

On behalf of the Maori Economic Development Advisory Board (MEDAB), we are very pleased to be able to contribute to the discussion about the potential that investment in Maori social enterprise can offer to accelerate the economy of Aotearoa/New Zealand. MEDAB has been established to provide advice to Government on how best to implement the goals of He Kai Kei Aku Ringa the joint Maori - Crown Economic Development strategy.

With the refresh of the strategy that has recently received Government support our Board is now focussed on ensuring the various goals and targets that have been set are achieved. Our Board is committed to improving the economic circumstances of our people and we firmly believe that the He kai kei aku ringa strategy has the potential to make a significant and positive difference in that regard.

He kai kei aku ringa – the Crown-Māori Economic Growth Partnership and national Māori economic development strategy brings whānau, hapū and iwi Māori to the forefront of New Zealand's economic development. Established in 2012, it provides a vision for a productive, innovative, export oriented Māori economy driven by whanau.

Literally it means 'providing food by my own hands'. It has become a metaphor for the resilience and economic self-determination of Māori people. The refreshed strategy released in June 2017, is known as E RERE which means 'to leap, run, fly – to take action. It is designed to lift Māori success in employment, enterprise, education, rangatahi and regional economies.

E RERE has five goal areas which provide the framework for the Crown's contribution to Māori economic development:

- › **Employment – Whai Mahi:**
growing the future Māori workforce;
- › **Enterprise – Whai Pakihi:**
growing Māori enterprises;
- › **Education – Whai Mātauranga:**
upskilling the Māori workforce;
- › **Rangatahi – Rangatahi Tū Maia:**
supporting Māori youth to define and lead their economic aspirations;
- › **Regions – Rohe Tū Pakari:**
increasing Māori participation in regional economies.

As Chairman of the Board responsible for He kai kei aku ringa, I am excited to release this Insight Resource on Māori Social Enterprise, Pakihi Whai Kaupapa. Translated it means "a business that strives to fulfil a mission beyond commercial endeavours".

The concept of pursuing broader goals and redirecting profit gained from business ventures to improving cultural, social, and environmental impact is a common practice within the Māori economy. The Māori economy is on the rise and is expected to continue to grow strongly, with estimates that the value of Māori assets could grow from \$50 billion to \$100 billion by 2030.

We have set an ambitious target for The Enterprise - Whai Pakihi goal to grow the number of Maori enterprises by 30 % over the next three years. This report provides an initial overview of Māori in the social enterprise sector, it highlights the importance of Maori social enterprise, the supports needed and showcases emerging Māori social enterprises across the country.

Our unique Māori economy has huge potential and Māori are increasingly looking to partner with others to reach that potential. The Social Enterprise World Forum is a great opportunity to share insights on how together we can grow this important sector. We have a saying in te ao Māori, "Naku te rourou, nōku te rourou, kia ora ai ngā iwi". With your foodbasket and my foodbasket, together we can feed the people.

Noho ora mai

Robin Hapi

Chair, Māori Economic Development Advisory Board

E RERE

represents the
five goals of
***He kai kei aku
ringa***

E

EMPLOYMENT
Growing the future
Māori workforce

R

RANGATAHI

Supporting Māori youth
to define and lead their
economic aspirations

E

ENTERPRISE
Growing Māori
enterprises

R

REGIONS

Increasing Māori
participation in
regional economies

E

EDUCATION
Upskilling the Māori
workforce

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Introduction

Social enterprise creates social impact using commercial business models to finance the achievement of social change. The underlying model is not new in Te Ao Māori, is working well internationally in comparable countries – and growing Māori social enterprise will deliver stronger social, environmental and economic outcomes for whānau, hapu and iwi.

But what does the term 'social enterprise' really mean?

Social enterprise has been widely and broadly defined, but the two consistent defining elements are (1) an overriding social mission and (2) an element of trade that supports the achievement of the social mission. These dual objectives - a social mission with revenue generated through a business model - result in these types of organisations often being referred to as 'hybrid organisations'.¹

The character of 'social mission' can be widely diverse spanning social, cultural, environmental and political objectives – but the core feature is that a social 'problem' or 'need' is being addressed.² The trade element is also diverse, encompassing selling products or services to the open market through to generating revenue through service agreements with government – with a key determinant being that the enterprise are not solely reliant on grants.³ Importantly, it is not necessary to be fully self-sustaining through trade to be recognised as a social enterprise; many receive significant amounts of their income from government and philanthropic grants. Some definitions also emphasise that the use of profit or surplus is primarily directed to the social mission.⁴

¹Roger I martin and sally osberg (2007) "social entrepreneurship: the case for definition", stanford social innovation review, spring 2007 pp28-39

²Fergus lyon and leandro sepulveda (2009) "mapping social enterprises: past approaches, challenges and future directions", social enterprise journal, vol. 5 iss 1 pp83-94

³Fergus lyon and leandro sepulveda (2009) "mapping social enterprises: past approaches, challenges and future directions", social enterprise journal, vol. 5 iss 1 pp83-94

⁴Roger I martin and sally osberg (2007) "social entrepreneurship: the case for definition", stanford social innovation review, spring 2007 pp28-39

It's a good fit for New Zealand and for increasing Maori economic development

In other comparable countries, there is evidence that social enterprises are contributing strongly to social, environmental and economic outcomes. In Scotland, which has a similar population size to New Zealand, there are more than 5000 social enterprises, employing more than 112,000 people and contributing £1.68 billion to the Scottish economy.⁵

Aotearoa has the potential to develop a robust market of flourishing, capable social enterprises, and to unlock new capital to scale their impact – Maori could take leadership in this area. The model aligns well with a whānau-focused approach to business, and areas with high Māori populations would be likely to benefit significantly.⁶ A robust market of capable Maori social enterprises can support economic development in Aotearoa by:

- › tackling persistent social and environmental problems
- › fostering innovation and entrepreneurship
- › creating jobs and driving inclusive regional economic development
- › providing community-led solutions to local issues
- › growing Māori economic activity

There needs to be further discussion of, and support for, Māori social enterprise

This resource is intended to provide a better understanding of Māori social enterprise - addressing why it is important, what it is, the types of entities that are Maori social enterprises, and the types of supports needed for Māori social entrepreneurs. It includes a series of case studies of Māori social enterprises that reflect the diversity of Māori social enterprise and identify some of the opportunities and challenges experienced by Māori social entrepreneurs.

These insights will:

- › promote wider discussions, connections and growth of Māori social enterprise
- › inform the development of programmes and policy settings to support a flourishing economy of Māori social enterprises.

⁵ Cabinet paper – social enterprise and social finance: a path to growth. Refer to www.Dia.Govt.Nz for full cabinet paper details

⁶ Ibid

PART ONE

Why is Māori social enterprise important?

What is Māori social enterprise?

While the term social enterprise is a new within Te Ao Māori, the concept of pursuing broader goals than just economic gains has been practiced for generations - and is arguably implicit in Māori traditions surrounding commercialism. Early economic activity within Te Ao Māori consisted of inter-tribal trade in food, pounamu and other goods for the purposes of hapū sustainability. The early settler economy was pioneered by Māori who actively traded with early sealers, whalers and settlers to increase their economic base and continue to support the wider hapū collective. Fast forward to the present and this model of redirecting profit gained from business ventures to improving cultural, social, and environmental impact is a hallmark approach in the Māori economy.

The dual objectives of social enterprise also resonate in wider Māori opinion and discussions on the role of economic or commercial activities. Waitangi Tribunal evidence and debates surrounding the management of commercial and customary fisheries have consistently reaffirmed that commercialism is a component of Māori traditions: and that commercialism does not stand in isolation of culture and community outcomes.

Why is a discussion on Māori social enterprise important?

New Zealand's wider social enterprise sector is in an early stage of development. There is an opportunity to support the development of a strong Māori social enterprise sector based on diverse and sustainable models of funding.

Social enterprise is a different approach to doing business, harnessing the talents of entrepreneurs who want to create change, and enabling community organisations to achieve social goals with commercial rigour and greater financial sustainability. This is an approach that corresponds with Māori economic practices and goals.

Social enterprises are creating innovative and locally-responsive approaches to wide ranging community needs. A flourishing Māori social enterprise sector will support government goals such as regional economic development, effective services for vulnerable New Zealanders, and Māori economic development.⁷

⁷ Social Enterprise and Social Finance – A Path to Growth. Refer to www.dia.govt.nz for full details of this report

What types of entities are Māori social enterprises?

A broad definition of social enterprise - using solely social mission and some element of trade (including contracts with government) - encompasses a sizeable proportion of contemporary Māori organisations. It could even be suggested that non-social enterprises are the minority within the Māori economy. A strong social mission is prevalent across the Māori economy, ranging from iwi organisations charged with social, environmental and cultural transformation through to whānau businesses that have a social mission of employing whānau members and building whānau collectivity.

At the broadest definition, the following Māori organisations will fall within the definition of social enterprise:

- › **Iwi organisations**—iwi have a clear social change mission reflecting the aspirations of the particular community and are engaged in a range of commercial activities to provide sustainable financing for the social impact they aim to achieve;
- › **Māori health, education and social service organisations**—these organisations have a clear and primary social change purpose in their respective area of work and largely work to government contracts, which are a permissible source of trading income under most definitions of social enterprise;
- › **Marae Trusts**—marae have a primary purpose of providing for community wellbeing as a physical place that brings people together to maintain cultural practice and sense of community. Many marae generate income through a range of activities, including renting their facilities to external parties, delivering educational programmes, maara kai and beyond. These sources of income provide a level of trade income, that for some marae will be a significant proportion of their revenue and for others a lesser amount, with corresponding degrees of reliance on grants and donations;
- › **Māori Land Trusts**—Māori land trusts have a variety of purposes, some of which will fall within the definition of social change objectives, such as employing land owners, providing housing for land owners, or contributing to cultural objectives amongst the land owning community. Māori Land Trusts, where commercially active, generate revenue through active and passive models, ranging from leasing land through to running sizeable active businesses. At a more philosophical level, it could be argued that active Māori management of whenua Māori is a social good in and of itself, as it returns Māori to their ancestral whenua.
- › **Whānau businesses**—some whānau businesses will have strong social change objectives, both in their area of work and their objectives to create employment opportunities for whānau members. The area of work whānau businesses operate within is highly diverse, for example spanning Māori workforce recruitment into the health sector, through to using virtual reality to build cultural connectedness, kaupapa Māori research and beyond. There will be many Māori businesses that do not have a clear or paramount social mission and will fall outside of the concept of social enterprise.

Despite the resonance of the social enterprise model with both historical and contemporary models of business within Te Ao Māori, there appears to be mixed responses to the name social enterprise within Māori communities. Practitioners have expressed discomfort being termed social enterprises or social entrepreneurs. The critical point of dissonance appears to be the use of the term enterprise, which some feel compromises the integrity of their commitment to driving their kaupapa or social impact mission.

Based on this criticism Te Puni Kōkiri propose to use the term **Pakihi whai kaupapa** to frame the Māori social enterprise discussion. Pakihi whai kaupapa is representative of a kaupapa based business. In this context, kaupapa represents the idea of a philosophy based on betterment of Māori people – it can capture social, cultural and economic betterment.

The diversity and potential density of the Māori social enterprise sector is not unlike global patterns pertaining to social enterprise. Social enterprises operate across scales, from micro organisations to global operators, a wide range of industry sectors and use a wide range of types of legal entities. However, the breadth makes understanding and supporting the sector challenging due to the diverse needs, interests and aspirations across the full suite of organisations and their respective kaupapa.

How are Māori social enterprises creating change?

Social enterprise is embedded in the context of entrepreneurship. While there is no clear definition, characteristics of entrepreneurship include “opportunity sensing, out of the box thinking and determination”.⁸ The creativity and disruptive character that is embedded in entrepreneurship is perhaps somewhat romanticised - but it does encourage segmenting the social entrepreneurship sector according to the degree of ‘out-of-the-box-ness’ in the way social, cultural or environmental problems are being engaged with. An example of a disruptive approach to achieving health outcomes for Māori is Iron Māori or Patu Aotearoa (see page 29), both of which use whānau-based approaches to catalyse lifestyle change and can be contrasted against more traditional approaches of advice being provided by a nutritionist or individual attendance at a fitness programme. Another example of a highly disruptive approach is iMoko (see page 24) which uses technology to increase access to medical advice at an unparalleled level of scale and accessibility, which can be contrasted with low cost medical centres and mobile community health practitioners.

Who is driving the change?

Through the case studies it is evident that a key success factor behind these enterprises is the leaders or social entrepreneurs. These social entrepreneurs are driving social innovation and transformation in a wide variety of industries and fields. What sets them apart from other entrepreneurs is that their kaupapa (mission) is explicit and central to their business.

These social entrepreneurs share some common traits, such as a driving passion to make things happen for their whānau and their communities. They have taken a practical but innovative stance to achieve social impact, often using market and kaupapa Māori principles together to achieve their goals. Lastly, these entrepreneurs display a healthy dose of impatience, they cannot sit back and wait for change to happen – they are the change drivers.

⁸ Roger L. Martin and Sally Osberg (2007) “Social Entrepreneurship: The Case for Definition”, Stanford Social Innovation Review, Spring 2007 pp28-39



PART TWO

What we have learned about Māori Social Enterprise?

The lifecycle of a social enterprise

Each age and stage of the enterprise development life cycle has associated needs that enterprises need support with according to the typical challenges experienced at each stage of the venture development journey:

- › **Ideation and Germination**

the phase in which the kaupapa is still an idea that is being floated;

- › **Start Up Phase**

the point at which a 'business' starts operating;

- › **Consolidation, Pivots and Growth**

when the business is active, becoming more established and potentially exploring changes to the nature of its direction and operations; and

- › **Growth Phases**

there are a number of discernible growth phases as ventures expand, through scale or other forms of growth.

Stages



He kakano Ideation & Germination



He Pihi Start Up



He Whakatupu Consolidation, Pivots & Growth



He Rakau Scale & Expansion

Objectives

Whānau entrepreneurs are engaged in visioning and shaping their idea.

Whānau entrepreneurs are engaged in piloting their idea (proof of concept) and the early start up stages of starting to action their idea. They may be both 'doing the business' and preparing business plans, building a start up team and developing networks.

Whānau entrepreneurs are learning from their early start up outcomes, growing, consolidating and potentially evolving their business idea.

Enterprises may continue to grow. Not all entrepreneurs will seek to scale their impact. There are a number of approaches to increasing scale.

Key needs

- › affirmation and belief that their enterprise has merit
- › support to vision and shape their idea
- › support to develop peer networks and relationships relevant to their kaupapa

- › access to funding for proof of concept/ start up
- › support for developing business plans
- › building know how and skills in business start up and leadership
- › access to some professional services e.g. lawyer, accountant
- › support to develop peer networks and relationships relevant to their kaupapa

- › access to distribution networks, sales, marketing
- › building know how and skills in running a venture, strategic decision making
- › access to some professional services e.g. communications and marketing
- › support to develop peer networks and relationships relevant to their kaupapa

- › access to know how in scaling strategies
- › access to a range of professional services
- › support to develop peer networks and relationships relevant to their kaupapa

Whole of journey

Potential supports across all stages of a lifecycle

In addition, at all stages of the lifecycle, potential supports identified were:

- › Creating a Māori social entrepreneurs network that enables tuakana-teina learning relationships and wider whānau development;
- › Kaupapa Māori capability development programme, targeted to age and stage needs and supported by coaches, mentors and professional advisors;
- › Targeted funding at the highest risk/highest barrier points in the social enterprise journey
- › Evaluating and reporting on the social impact created through the initiative

Emerging Themes for Māori Social Enterprise

The four key themes that have been consistently identified as supporting Māori social enterprise throughout their journey are:

- › Belief in the kaupapa;
- › Whānau learning opportunities;
- › Access to networks; and
- › Evaluating impact.

Belief in the Kaupapa

In the case studies and wider engagement with Māori social enterprises, there is a consistent importance placed on there being people who express belief in the purpose and potential impact of the social enterprise. Many of the social entrepreneurs have commented that they have felt isolated at various points in their journey and have encountered people who thought they were ‘crazy’ for thinking that they could achieve the social impact that they envisioned or for taking risks along the way, such as leaving stable employment to pursue their kaupapa.

There appears to be a common need for people to reach out to organisations, mentors or other networks that express support for and belief in their kaupapa. The communication of belief is considered by social entrepreneurs to strengthen their confidence and motivation in pursuing their kaupapa.

Whānau learning opportunities

In the case studies and wider engagement with Māori social enterprises, there is a strong and consistent emphasis placed on bringing Māori social entrepreneurs together to learn from each other, build networks and collectively build their skills, capability and knowledge. The Māori social entrepreneurs engaged with identified whānau learning as a key source of inspiration and motivation for their own kaupapa, as well as a way to short cut lots of the learning needed to progress their kaupapa.

Access to networks

At each stage in the venture development journey, there are needs to create relationships and networks to support the distinct developmental challenges of that phase. The social enterprises that were engaged with for the preliminary resource all valued the support they had been given by coaches and organisations to build their networks with relevant organisations, including professional advisors, potential investors and potential sales channels.

Evaluating impact

The social impact purpose of the social enterprises is what defines them and makes them compelling. However, proving the impact they are creating in the world can be difficult, particularly where the nature of the impact is that it prevents a 'negative' occurring. Proving both the impact and attributing it to the work of the social enterprise can be complex and require high level expertise in social impact evaluation. To attract investment and support at the early stages, it is often necessary to have some level of evaluation or proof of impact, and this need will continue throughout the journey, irrespective of the source of revenue/capital the venture is seeking. Accordingly, it has been recommended that specific consideration is given to making support available to Māori social enterprises to quantify and articulate the nature and value of their impact.

Other learnings

Māori social enterprises are diverse in size, scale, operation and geographic disbursement

Māori social enterprises, under the broad definition, are of diverse size and scale of operations, ranging from organisations with a sole founder through to iwi and Māori organisations that employ hundreds of staff. From the location of iwi organisations, Māori land trusts, Māori health, education and social service organisations and the publically available information about kaupapa driven innovations such as Patu Aotearoa or iMoko, it is fair to comment that Māori social enterprise is present nationwide, but that there may be regional concentrations of social enterprise.

Majority of social enterprises are limited liability companies

From the cases studies and wider engagement with the sector, it appears that limited liability companies and trust structures are widely used and that both are perceived to have strengths and weaknesses. Companies are perceived to give greater autonomy over the social impact, but can obstruct accessing early stage grants to get the kaupapa off the ground. Trust structures have the benefit of being able to access charitable funds, if charitable status has been obtained, but can be more cumbersome to operate. There was some interest from those engaged to explore a bespoke form of entity that suits the nature of Māori social enterprise.

There is a need for better information on Māori social enterprises

There is limited data available on Māori social enterprise or insights into the relative strengths of the programmes seeking to support Māori social enterprise. Expanding data and insights will enable a better understanding of the social impact created by Maori social enterprise.

PART THREE

How can Māori social enterprises be supported to grow?

Establishing an enabling ecosystem to support development

It is evident through the research and evaluation process that Māori social enterprises might not differ significantly from other social enterprises, however, they do require tailored supports to enable a flourishing economy of Māori social enterprises. This support is in the form of:

- › Network development;
- › Capability development programme aligned to age and stage; and
- › Funding.

Network development

All of the Māori social entrepreneurs have placed priority on the development of a network that enables tuakana-teina learning opportunities, across all stages of the life cycle. There is merit in exploring the development of a nationwide network that enables Māori social entrepreneurs to build relationships, engage in peer learning and potentially contribute to the development of intra-community supply and demand relationships. Ideally, this network should enable online and periodic kano ki te kano engagement.

Capability development

All of the Māori social entrepreneurs have sought some form of capability development support - whether from peers or organisations supporting social enterprise.

To be effective, the following elements were identified as requirements for an effective capability development programme:

- › **Kaupapa Māori framework that supports tuakana-teina relationships and wider whānau development amongst Māori social entrepreneurs.** Māori social entrepreneurs that have accessed non-kaupapa Māori support have deeply valued the support they have received. They also noted that they would have preferred a whānau dynamic that felt familiar and was based on a deeper affinity with the values driving their venture;

- › **Lifecycle specific learning opportunities.** The Māori social entrepreneurs interviewed for the case studies identified that they had distinct capability and knowledge needs at each phase of the life cycle. The following types of programmes can be explored:
 - **Ideation and Germination phase**—programmes that inspire and encourage emerging Māori social entrepreneurs and enable budding ideas to be shaped, strengthened and mentored. It may also be desirable to support access to basic legal and accounting services to support selection of appropriate legal entities and establish the core business systems necessary to receive any seed funding;
 - **Start-up phase**—support for pilot programmes/ proof of concept and design evaluation systems to prove the impact of a venture and business and strategic plan development. It may also be desirable to have targeted financial advisory services that support social entrepreneurs to develop an early stage financial sustainability strategy, and focus on how to bridge between any start-up funding and self-generated income;
 - **Consolidation, growth and pivot phase**— one of the priority needs at this stage is to diversify revenue streams, which can be a make or break point for Māori social entrepreneurs. Programmes and bridging networks that support developing distribution channels and access to finance are likely to be valuable interventions at this time (as are building capability in marketing, communications and sales). There is also likely to be the need to explore team growth, and potentially creating an advisory or governance board.
 - **Growth phase**—the optimal supports at this stage are likely to involve specialist expertise in scaling strategies that are best met through one on one advisory services.
- › **Kaupapa Māori framework that supports tuakana-teina relationships and wider whānau development amongst Māori social entrepreneurs.** Throughout the lifecycle, Māori social entrepreneurs would benefit from having coaching, mentoring and professional advisory services. The coaching and mentoring are likely to be particularly important for maintaining momentum and the periodic affirmation required when self-belief is lowered due to set backs. There is also a need for professional advisory services tied to the challenges of each age and stage.

Funding

The Māori social enterprises have all encountered funding challenges. Funding gaps that has been identified are:

- › **Proof of concept:** social enterprises are highly likely to involve disruptive and experimental approaches to achieving social change. As such, they tend to be unproven and novel, even if they have intuitive merit. Without validation that their model for creating change is effective, it can be difficult to attract the first investor or 'commissioner' for their approach. The social change purpose is also likely to mean that traditional finance avenues are not available.
- › **Start-up:** Māori social enterprises are currently accessing disparate and fragmented start-up funds from Community Trusts, iwi, occasional government contracts and Te Pūtahitanga o Te Waipounamu. These funds are not evenly accessible across the country, which is likely to be impairing the potential growth and impact of Māori social enterprise.
- › **Financial diversification:** as indicated by a number of the social enterprises engaged with in the case studies, some Māori social enterprises will struggle to bridge the start-up stage and the development of a diversified revenue strategy that can deliver financial sustainability. This appears to be a high risk point, that reflects the difficulty in developing sustainable social enterprises that generate adequate levels of self-created revenue. This may be comparable to the need in for-profit start ups for second stage investment.

The future direction

Right now is an exciting time for Māori enterprises as they continue to build the momentum for shared wealth and prosperity. The Māori economy is on the cusp of significant growth.

A wide range of stakeholders, including whanau-hapu-iwi Maori, policy makers, entrepreneurs, community leaders, investors, and academics have become more interested in social enterprises and social entrepreneurship because of the potential impact and range of benefits that address cultural, social or environmental challenges.

An emerging theme in this resource is that tailored supports are needed to drive and enable a flourishing Māori social enterprise economy. In particular, in three key areas:

- › Network development;
- › Capability development programme aligned to age and stage; and
- › Funding.

He kai kei aku ringa emphasises that improving Māori economic well-being is a shared responsibility, where government, the private sector, Communities, Māori whanau, hapu and iwi all have roles to play.

Consideration and discussion of this resource amongst stakeholders within the social enterprise sector will help to ensure the necessary connections are made when designing programmes and policy settings to support Māori social enterprise development.



PART FOUR

Where did our information come from?

Te Hiringa Hinonga Pilot Programme

Te Hiringa Hinonga Community Social Enterprise Programme was an investment pilot to increase awareness, engagement and support Māori in developing and growing social enterprise in Te Taitokerau and Te Tairāwhiti. The programme was funded by Te Puni Kōkiri and delivered by Ākina⁹ and Māori Women's Development Inc.¹⁰

The intended outcomes of the Pilot Programme were to:

- ▶ Increase awareness of social enterprise and what this means to Māori communities;
- ▶ Support the development of social entrepreneurs and enterprises within the regions that can help increase employment opportunities
- ▶ Build the capability of, and relationships with, key supporting organisations around social enterprise; and
- ▶ Learn through the process to inform potential future investment in social enterprise in Māori communities.

Te Hiringa Hononga had three key elements:

1. **Ngā Kākano**—An introductory social enterprise one-day workshop series on social enterprise concepts, developing Māori enterprise ideas and learning fundamentals of running ventures.

Ngā Kākano reached over 150 Māori across the two regions and was aimed at increasing awareness of social enterprise and the growth of the social enterprise education pipeline.

2. **Awhi Mai – Awhi Atu**—A train the trainer programme to enable facilitators to guide and support people on a social enterprise journey, working within a Māori context.

Over 20 regional community facilitators completed the train the trainer programme. It was aimed to increase capability, confidence and desire of supporting organisations to continue delivery of social enterprise engagement regionally.

3. **He Whare Kōhanga**— An intensive and tailored eight-week in-person and online support programme for Māori ventures with growth potential.

20 ventures were assessed to contribute to an improved venture baseline for the development of social entrepreneurs and enterprises within the regions. Of the 20, 12 ventures were identified and participated in He Whare Kōhanga.

⁹ Refer to www.akina.org.nz for more information on this entity.

¹⁰ Refer to www.mwdi.co.nz for more information on this entity.

An evaluation of the Pilot Programme was completed in July 2017. The evaluation approach included reviewing the programme monitoring data and reporting, qualitative engagement and online surveys.

In brief, the evaluation overall identified the following lessons for Māori social enterprise development:

- › The Programme has shown there is significant interest in Māori social enterprise approaches, and a need for support to bring ideas to fruition.
- › The early stage of programme implementation means that there is still a substantial degree of support needed to realise potential for Māori social enterprise in these communities.
- › A balance is needed between pre-planned and packaged programmes, and the iterative and adaptive dialogue and mentoring.
- › The ways in which support and resources are designed and deployed could be more reflective of the specific needs and contexts of Māori and their communities; while the programme applied a Māori lens that was widely appreciated, there will be value in developing more tailored Māori content.
- › Key future directions include strengthening marae, hapū and iwi connectivity, creating ongoing opportunities for Māori entrepreneurs to network, learn from and support each other, and providing sustained wrap-around support and access to investment.





CASE STUDIES

Māori Social Enterprise

A key aspect of the Maui Lab research was commissioned to provide a better understanding of the Māori social enterprise sector by way of case study. The case studies provide an overview of the diversity of Māori social enterprise and identify some of the challenges experienced by Māori social entrepreneurs.

The case studies included:

- › **iMoko**—a disruptive approach to making health more accessible for tamariki Māori, using technology and virtual diagnosis.
- › **Ākau**—a design and architecture studio based in Northland, New Zealand that engages young people in the design of real projects and products.
- › **Te Pae Tata**—an open education and conference facility providing the space and opportunity to help grow Ruapehu learners, creators and leaders.
- › **Tautitotito**—a venture committed to repatriating and replanting traditional methods of learning directly into the homes of whānau through a range of resources and products that are derived from te Ao Māori.
- › **Ahuru Mowai Housing Ltd**—Ahuru Mowai Housing Ltd is an enterprise dedicated to providing warm, affordable housing solutions and services. This enterprise focuses on lessening the housing crisis and increasing the standard of housing available at affordable prices in Tairāwhiti – from Mohaka to Potaka
- › **Patu Aotearoa**—a kaupapa Māori fitness model that mobilises the hardest to reach in physical activity and supports wider life transformation eg financial literacy.
- › **Omaka Marae**—integrated marae revitalisation initiatives that bring people home, spanning boutique kai, kura kaupapa development and tamariki cultural programmes.
- › **Waka Whenua**—dedicated to restoring traditional birthing practice by creating ipu whenua and other products that celebrate our traditions.
- › **Te Kākano Cafe**—a cafe that incorporates urban maara kai and community education programmes on growing and cooking healthy kai.
- › **Koukourārata Marae**—an enterprise to bring whānau home through growing taewa (potatoes) and wider horticultural business development initiatives.

iMOKO

Health provider based in Kaitaia

Te Taitokerau
Limited Liability Company
www.public.imoko.com

iMoko is on a mission to “democratise healthcare by putting everyday technology in everyday peoples’ hands where they live, work, and play, achieving improved outcomes by the people for the people”.

The founders of iMOKO, Dr Lance O’Sullivan and his wife Tracy, saw a need for better access to health service within vulnerable and often rural communities. The original model included sending health professionals into those communities. However, as a model, this proved too expensive. From here, iMOKO - a software app that sits on an iPad - was created.

iMOKO is typically situated in Kōhanga Reo, early childhood centres and schools. At the front end, a volunteer or teacher aid is trained to submit the relevant information based on a child’s presenting complaint. This information is then uploaded to a cloud based platform. From here it is accessed by a team of telehealth clinicians, who assess the information, make a recommendation and suitable plan, which is then pushed back to the cloud. At this point, a doctor will pull the case down from the cloud, review the recommended treatment plan, make changes if necessary, and then create a script. The script is then sent to a pharmacy near the patient, and the parents are then sent a notification informing them of their child’s health and that a script is available to be picked up.

The beauty of this system is that it is accessible. From presenting with a complaint, to script, can take seconds to minutes, as opposed to the one to two hours it takes within traditional general practice healthcare models. iMoko has been operating and evolving since 2015, in terms of phase, this social enterprise is starting the early stages of scale and growth.



What approaches do you think are needed to support Māori social enterprise?

“There is an issue around accessing funding and knowing how to access that funding. This includes the knowledge and the ability to leverage for greater benefit. This is particularly important in the early stages of development, and then in terms of creating spread and scale.”

ĀKAU

Design and Architecture Studio based in Kaikohe

**Te Taitokerau
Limited Liability Company**
www.akau.co.nz

Ākau is a design and architecture studio with a vision to create thriving communities around Aotearoa. They believe that a thriving community is where young people are equipped and empowered to achieve their potential and meaningfully contribute to their own community.

Ākau provides design and architecture services and community consultation for clients as well as creating opportunities for youth to be involved in the design of real projects in their community. It is this creative process that helps young people realise their potential by creating opportunities for them to feel valued, create connections and find their purpose.

The Ākau model creates impact at many levels. The community benefits through Projects with relevant outcomes - and young people are invested in the solutions.

Ākau are currently in the growth phase. They have been in operation two and a half years and have tested lots of ideas and adapted their business model a lot in that time. In future they would like to work in other communities in the far north that have a similar demographic to Kaikohe such as Kaitaia and Dargaville before eventually branching out to Auckland.

Ākau have built up relationships and connections in the Kaikohe community and have made change on a small scale but are fully aware there is a long way to go. They have developed a five-year plan that includes different ways of achieving their kaupapa. These include working in schools, holiday programmes and evaluating what they are currently doing.



What approaches do you think are needed to support Māori social enterprise?

“Te Ao Māori values can help create a unique social enterprise that you can’t get elsewhere. Having access to a network of people that can help in different phases of development is critical.”

TE PAE TATA

RUAPEHU COMMUNITY LEARNING & TECHNOLOGY HUB

Ngāti Rangī Education and conference facility in Ohakune

Te Tai Hauāuru
Charitable Trust
www.ruapehutech.com

Te Pae Tata is an iwi-led initiative with a mission to grow Ruapehu learners, creators and leaders through empowering and advancing people, place and culture. Their dream was to have a cool and inspiring space that whānau would feel comfortable coming to. The physical design and look of the space was important. They wanted to ensure that users experience was hands-on and they could tutu with everything from day one.

The three functions of Te Pae Tata are:

- ▶ Having a space for innovation – to get together, create and have a contact point, including a new co-working space - WAITUHI.
- ▶ Connecting local people to tertiary learning – Te Pae Tata acts as a connection to post school learning having the capacity to bring providers into the rohe and having a space for students to come. Te Pae Tata is also working on starting a MoU with tertiary institutes.
- ▶ Science, Technology, Engineering and Mathematics (STEM) learning – After school computer science programmes. Te Pae Tata has a contract with the Ministry of Education to develop a tech programme that will be compulsory for year 9 and 10 students at the local college. This strengthens the connection with the college and helps to take students seamlessly from secondary to tertiary education. This function area will contribute to their target of enabling 300 Ruapehu STEM graduates by 2035.

Te Pae Tata have achieved their dream and are now ready to take it up a notch and dream bigger. Some of their plans include becoming self-sustainable by year four and helping to grow local social enterprises in Ruapehu.



What approaches do you think are needed to support Māori social enterprise?

“Belief in the kaupapa is important. Having the support to understand and see the vision that was Te Pae Tata was hard because it seemed like such a big dream. It doesn’t matter how you structure a social enterprise, it’s having the right people running it to support the community. At the end of the day it is about the people.”

TAUTITOTITO

Kaupapa based in Hamilton

Waikato

No legal entity

www.trenthohaia.wixsite.com/tautitotito-1

Tautitotito is on a mission to repatriate and replant traditional Māori methods of learning directly into the homes of whānau.

In order to achieve this dream, Tautitotito builds and designs tools and resources for parents who want to practice traditional story telling. Purakau have for hundreds of years not only taught children about the world, but have stimulated their imagination, curiosity and developed their language, memory and communication skills.

Tautitotito currently offer:

- Taurite Pukapuka—A contrast image book designed to introduce babies to Māori art and concepts, through the use of high contrast images, which appeal to their developing eye sight. Colour and detail are hard for young babies to discern, while high contrast pictures, which are full of culturally relevant content are very visually stimulating.

The books aid in cognitive development, in neck muscle development, introduction to new images and of course the ability to focus. In terms of cultural development, the idea is that these contrast image books surround pēpi with important images from our own oral traditions.

Tautitotito believe that being intentional about the things we surround our children with, has an impact on who they become. The long-term goal is for the business to be user-pay and sustainable.



What approaches do you think are needed to support Māori social enterprise?

“What would really support and help grow aspiring or current Māori entrepreneurs would be the availability of space. The creation of a hub, a low to no rent space where Māori entrepreneurs and aspirants can go to network, but also to work on their ventures and ideas. Not just any space, but a space where you can be unashamedly Māori, where you are surrounded by te Ao Māori.”

AHURU MOWAI HOUSING LTD

Pakihi whai kaupapa based in Gisborne

Te Tairāwhiti
Charitable Trust
www.facebook.com/AhuruMowaiHousing/

Ahuru Mowai Housing Ltd (AMH Ltd) is an enterprise whose mission is dedicated to providing warm, affordable eco housing solutions and home ownership services. This enterprise focuses on lessening the housing crisis and increasing the standard of housing available at affordable prices in Tairāwhiti – from Mohaka to Potaka.

AMH Ltd is wholly owned by Gisborne New Life Fellowship Trust (GNLFT), who have two commercial properties, six residential flats, and two family homes. The rental prices offered by GNLFT have been consistently in the lower quartile for the region. To create impact for the beneficiaries of this enterprise GNLFT keep rents low by doing much of the work themselves at no cost. So far this has been a whanau and community initiative. The rental flat and residential property rents are kept low through the stable income of the two commercial properties.

At the moment, the existing impact is relatively small. Because of the way this enterprise has been operating, the low cost, the manaaki and the awhi that is provided, there is a very low turnover of tenants. While AMH Ltd have been doing social enterprise for a while, this is really the starting phase of a new era for them. With a huge injection of creativity and inspiration, their mission and approach has gone into overdrive.

Their dream is to incorporate sustainability, not only in terms of financial and economic sustainability but also environmental, with low cost eco housing. Further to this dream is supporting whānau to own their own homes. There are plans to enter into a partnership with an enterprise that does finance and affordable, rent-to-own and home equity housing options. The idea is, to create those tangible small steps to home ownership.



What approaches do you think are needed to support Māori social enterprise?

“The biggest barrier to achieving our strategic goals has been finding people. Finding people who share our vision and want to be a part of it. Finding people who think the same, that want to do business for social impact, for the sheer enjoyment of helping others. It is finding those connections and being able to reach out to people who might share the vision.”

PATU AOTEAROA

Health and fitness provider based in Napier

Ikaroa
Limited Liability Company
www.patunz.com

Patu Aotearoa is on a mission to get whānau engaged and active through physical activity and healthy wellbeing. Whānau pay \$10 per week to be a part of Patu Aotearoa, to achieve their goals and pass those achievements on to their whānau.

Patu began in 2012 with 12 obese men. It now has 14 Patu sites operating across Aotearoa and is extending nationwide through a licensing model.

Patu offer a range of services, some include:

- › Group exercise—working together to achieve together.
- › Workout sessions—targeted at a specific section of the community including tamariki (children), mums, big boys, big girls and kaumātua (elderly).
- › Mobile service—Patu sessions delivered to a specific group whether it be a workplace, school, or marae.
- › Workshops—specific workshops for members including nutrition and financial literacy.

Patu is creating a culture and sense of belonging that nurtures positive outcomes for its members. Patu identify leaders within communities to set up their own Patu chapter, to grow their own social enterprise - to drive positive change and grow Māori entrepreneurship.

Patu Aotearoa aspire to expand their operations globally to work with other indigenous peoples.



What approaches do you think are needed to support Māori social enterprise?

“One of the key challenges for social enterprises is proving their social impact, which is technical and difficult, so having support for evaluating outcomes is important for the success of the kaupapa.”

OMAKA MARAE

Rangitāne ki Wairau and Ngāti Apa ki te Rā Tō iwi Marae in Blenheim.

Te Waipounamu
Incorporated Society
www.omakamarae.co.nz

Omaka Marae is on a mission to be a self-sustaining marae that has the financial resources to achieve their own aspirations. Omaka Marae have developed a multi-layered Pā Ora, Pā Wānanga vision that aims to rejuvenate their marae.

The vision has four pou;

- › **Manaaki condiments**—a strategy to revitalise making preserves, honour the role of wāhine at the marae and involve whānau in food preparation. It is a suite of branded products retailing in a number of stores in Blenheim, Christchurch and Auckland.
- › **Pā Kids**—In Blenheim there are no bilingual units or kura kaupapa Māori. As a result, the marae decided to plug the gap to deliver their own programme and in doing so, nurture the next generation of marae leaders.
- › **Pā Wānanga**—an important contribution to current and future generations growing strongly and confidently within Te Ao Māori and Te Ao Pākehā, where succeeding as Māori is the norm and expectation of high achievement is encouraged
- › **Toa Fit**—a fusion of kaupapa Māori health philosophies such as mau rākau, tūwaewae, waka ama, and modern circuit training. The vision is to create opportunities for whānau to engage in meaningful activities with one another, that promote the transmission of inter-generational knowledge, te reo, and importantly, healthy lifestyles.

The benefits of the four pou are multidimensional: the marae is warm and active, the confidence of whānau is growing and there is self-sustaining momentum to maintain the vitality of the marae.



What approaches do you think are needed to support Māori social enterprise?

“In 2014 we participated in Te Pūtahitanga Hothouse event, which brought together 15 Māori social entrepreneurs and ‘hothoused’ the development of our ventures through a kaupapa Māori start up model. We believe this type of programme is immensely valuable both as a way to validate ideas and to develop networks with other Māori social entrepreneurs”

WAKA WHENUA

Based in Motueka

Te Waipounamu
Limited Liability Company
www.wakawhenua.com

He tangata tau ana ki te whenua, tu ana ki te ao.

The people who are settled in the land, stand strong in the world

Waka Whenua has a dream that one day our tikanga of burying the placenta will be an openly celebrated global practice, because the whenua is the first thing that is truly ours, our first formed organ. Without the whenua, there is no us. We are, tangata whenua.

Traditionally, the whenua (placenta) and pito (umbilical cord) of newborn babies are buried in a significant place. The placenta is placed in a lovingly prepared receptacle and buried in a particular location. This practice reinforces the relationship between the newborn child and the land of their birth.

Waka Whenua use modern technology to create beautifully unique and personal products to give our people a tangible piece of their own whakapapa, history, and identity. Waka Whenua currently offer a product for the birth of a newborn, an Ipu Whenua; a natural product that is biodegradable. The Ipu Whenua will safely contain the whenua (placenta) right from birth and can be buried directly into the earth or frozen until burial.

Waka Whenua is currently working towards achieving financial sustainability and developing their full product line. Over time, Waka Whenua aspire to sell their products internationally.



What approaches do you think are needed to support Māori social enterprise?

"We have experienced different levels and types of support across our journey. We believe that a journey long approach is important – this is ongoing support that is consistent, well planned and well resourced for Māori social enterprise."

KĀKANO CAFE

Café and Cookery school based in Christchurch

**Te Waipounamu
Limited Liability Company**
www.kakanocafe.co.nz

Kākano Café and cookery school was developed to bring healthy and nutritious kai that feeds the body and to bring manaakitanga to the world.

Their mission is to offer a holistic approach to health using food, social enterprise and community in a way that reflects whānau ora and builds new opportunities for new enterprise.

Kākano Café is based in the Christchurch CBD offering a traditional Māori menu, cooking classes and workshops and programs for whānau to use at home to grow food and attend seasonal workshops including fermenting and preserving.

Kākano have educational resources for purchase at the café. They also offer catering services on and offsite and are involved in motivational speaking.

The whānau at Kākano aspire to create a Māori growers network that can feed into the café and create other enterprise and opportunities for the community.

The next step for Kākano is being the authoritative voice in what they are doing, continuing to strive for excellence and creating a brand and products to trade in Aotearoa and internationally. They also want to set up more cafes around Aotearoa.

At the moment Kākano are focussing on getting their systems tight. As it is a very unique venture they want to ensure that their model is sharp so that it is replicable and can be used in different communities around Aotearoa and the world.



What approaches do you think are needed to support Māori social enterprise?

"We believe that for Māori social enterprises to be successful there is a need for Māori led business coaching and mentorship for each phase of business. This includes help with funding, planning, mentoring and innovating – it is investment in good business mentors that understand whānau and kaupapa."

KOUKOURĀRATA MARAE

Marae owned company based in Christchurch

Te Waipounamu
Limited Liability Company
www.hapai.org.nz

Hāpai Produce is an enterprise to bring whānau home through growing taewa (potatoes) and wider horticultural business development initiatives. Hāpai produce is a brand created by the Koukourārata Development Company, this company is wholly owned by Koukourārata marae.

Hāpai is built on four pou – Employment, Business Opportunities, Education and Papakainga. These four pou came out of the strategic plan developed by the Koukourārata Development Company and whānau. The enterprise incorporates food sovereignty and connects whānau to whenua through maara kai.

Koukourārata has employed 6 part time workers, provided food for the local community, provided education for 8 whānau members and developed the Hāpai brand to sell taewa at the Opawa farmers' market and the Lyttleton market. Hāpai has created an appetite in the community for organic unsprayed Māori potatoes.

Hāpai considers itself to be at a normality and development stage. They are creating a sense of normality around using mātauranga Māori for planting, growing, harvesting and selling organic taewa. They are progressing their development by expanding from one cultivator to three, selling seeds and educating other marae on growing the taewa.

The whānau at Koukourārata continue to strive and improve their enterprise with the mind-set of “if we look after our little world, the world doesn't have to worry about us”.



What approaches do you think are needed to support Māori social enterprise?

“Having a pathway to network with people doing the same thing as you would benefit Māori social enterprise – Māori business owners want to support other Māori businesses but sometimes don't know how. Having channels of communication opened to support this would be a way to overcome this.”

GLOSSARY

Kupu Māori

Aotearoa
 Hapū
 Hinaki
 Iwi
 Kai
 Kaitiakitanga
 Kanohi ki te kanohi
 Kapa haka
 Karakia
 Kaumātua
 Kaupapa
 Kura kaupapa
 Maara kai
 Mahinga kai
 Manaakitanga
 Marae
 Mau rākau
 Mihi
 Pakihi whai kaupapa
 Papakāinga
 Pēpi
 Pito (umbilical cord)
 Pou
 Pounamu
 Pūrākau
 Rohe
 Taewa
 Tairāwhiti
 Tamariki
 Tangata whenua
 Te Ao Māori
 Te Ao Pākehā
 Te reo
 Tikanga
 Tuakana-teina
 Tupuna
 Tūwaewae
 Wahine
 Waiata
 Waka ama
 Whakapapa
 Whānau
 Whenua
 Whenua (placenta)

Translation

New Zealand
 Subtribe
 Eel trap
 Tribe
 Food
 Guardianship
 Face to face
 Māori performing arts
 Prayer
 Elderly
 Purpose
 Māori immersion school
 Garden
 Cultivation
 Hospitality
 Tribal meeting house
 Wield weapons
 To greet
 Social Enterprise
 Communal Māori land
 Baby
 Umbilical cord
 Pillar
 Greenstone
 Story
 Region
 Māori potato
 East Coast of North I.
 Children
 People of the land
 The Māori world
 Mainstream
 Language (refers to Māori)
 Custom
 Elder and younger sibling*
 Ancestors
 Visitors
 Woman
 Song
 Outrigger canoe
 Genealogy
 Family
 Land
 Placenta

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HE KAI
KEI AKU
RINGA